

NASA Glenn Research Center  
Cleveland, Ohio

TO: Glenn Employees, Onsite Contractors, NASA Exchange and  
Resident Personnel

FROM: 0100/Director

SUBJECT: Awareness to Action Announcement

We have completed the Diversity Dialogue Sessions phase of the New Leadership Strategy (NLS) process. Many of us have taken the opportunity to forge new relationships, build effective diverse teams, and support and value one another through impactful dialogue. As a Center, we have enhanced our listening skills and increased our ability to understand that which may stand outside of our individual frame of reference. Through increased awareness, we have raised many issues and concerns. As we move from awareness to action, the Center can be proud of its accomplishments. Congratulations on our successes!

The next phase of the NLS will involve the entire Center moving from our awareness of issues through dialogue, to action on these issues in order to reach our goals. As a review, our NLS goals are our commitment to a customer-driven culture, emphasis on teamwork, encouragement of and utilization of participative decisions, effective management of our diversity, empowerment of leadership, and continuous improvement.

Given our NLS goals, this next phase is designed to accelerate our movement to a Model Workplace. The Model Workplace Sessions are where we begin to take necessary action to address those things that will help organizations work most effectively, such as process improvement, problem solving, change management, team building, etc. Each organization, with the support of a Process Consultant, will determine its needs and make choices regarding their emphasis and direction. This is not a cookie-cutter process. Our goal is a Model Workplace that we can work to attain and maintain as the millennium progresses.

Review the enclosed Model Workplace definition and engage in a dialogue to establish where your organization can begin, or in some cases, continue to address how the Model Workplace goal will influence your area. Personalize it. Optimize it. The Center needs your continued support.

*/original signed November 3, 2000/*

Donald J. Campbell

Enclosure

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List A-1



## The Model Workplace

The Model Workplace represents the goal state where full integration of Glenn's Key Values (*Diversity, Quality, Openness, and Integrity*) are adequately demonstrated. It's the type of workplace where all people at Glenn feel valued for their contributions to the Center's goals, and rewarded fairly for their achievements; where working at Glenn is an energizing and motivating experience free from racism, sexism, and other -isms that divide and denigrate groups and individuals; where every person at Glenn enjoys personal fulfillment in his/her career; where Glenn is frequently visited for benchmarking by other U.S. organizations because of the excellence of the Center's culturally-diverse staff and management; where customers, stakeholders, and staff recognize the benefits of Glenn's culturally diverse workforce.

(Adopted by Executive Council on December 20, 1993; endorsed by Director's Leadership Team on September 1, 1999)

